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Coordination, programme and other questions: mainstreaming a gender perspective into all policies and programmes in the United Nations system

Social and human rights questions: advancement of women

Follow-up to the Fourth World Conference on Women and progress made in the implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly

Report of the Secretary-General

Summary

The present report was prepared in response to Economic and Social Council resolution 2005/31 and General Assembly resolution 60/140. It provides an overview of gender training efforts of the United Nations entities. The report emphasizes the importance of training for capacity-building for gender mainstreaming, and identifies some of the critical elements for conducting successful and efficient training, including institutional context, support structures, systematic monitoring and evaluation of training and follow-up mechanisms. The report also provides examples of training provided by the entities of the United Nations system at the national level and makes recommendations for consideration by the Council.

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Contents

		Paragraphs	Page
I.	Introduction	1–4	3
II.	Mandates for gender training	5–9	3
III.	An overview of approaches	10–28	4
IV.	Illustrative examples of training provided within the United Nations	29–49	9
	A. Gender-specific training	29–45	9
	B. Integration of gender perspectives into regular training programmes	46–49	12
V.	Support to training at the national level	50–65	13
VI.	Inter-Agency Network on Women and Gender Equality	66–69	16
VII.	Conclusions and recommendations	70–76	17

I. Introduction

1. The General Assembly, in its resolution 60/140 of 16 December 2005, requested the Secretary-General to continue to report annually to the General Assembly, the Economic and Social Council and the Commission on the Status of Women on the follow-up to and progress made in the implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session, with an assessment of progress on gender mainstreaming, including information on key achievements, lessons learned and good practices, and to recommend further measures to enhance implementation.

2. In its resolution 2005/31 of 26 July 2005 on mainstreaming a gender perspective into all policies and programmes in the United Nations system, the Economic and Social Council called upon all entities of the United Nations system, including United Nations agencies, funds and programmes, to intensify efforts to address the challenges to the integration of gender perspectives in policies and programmes. The Council called for continuous awareness-raising and training on gender issues for all staff, including by integrating a gender perspective into all training programmes, as well as assessing the impact of the gender component of the existing training programmes to improve their effectiveness. It further called for building the capacity of staff to undertake gender analysis and requiring staff to apply it to both policy formulation and programmatic work.

3. In the same resolution, the Economic and Social Council requested the Secretary-General to report to it at its substantive session of 2006 on progress in mainstreaming a gender perspective into all policies and programmes in the United Nations, with a focus on training activities.

4. The present report was prepared in response to those resolutions and is based on inputs received from United Nations entities.[1] It provides an overview of gender training efforts of the entities of the United Nations common system and examples of support for training at the national level. The report does not provide a comprehensive overview of training activities but rather provides illustrative examples. The report concludes with recommendations for consideration by the Economic and Social Council.

II. Mandates for gender training

5. To enhance system-wide gender sensitivity and gender expertise, the Economic and Social Council, in its agreed conclusions 1997/2, requested all entities of the United Nations system to, inter alia: (a) integrate a gender perspective into all training programmes; (b) provide continuous gender training for all staff, including those at the highest levels; (c) provide special training for gender experts to enhance their skills; (d) ensure that specialized gender expertise is available to them; and (e) coordinate their training efforts through a system-wide evaluation of the impact of gender training. The Council encouraged the Inter-Agency Committee on Women and Gender Equality to develop a standardized format for documenting and assessing gender-mainstreaming experiences in all areas of work, including training and capacity-building.[2] That call of the Council was reiterated in its resolutions 1998/26 of 28 July 1998 and 2004/4 of 7 July 2004.

6. In its resolution 48/4 of 12 March 2004, the Commission on the Status of Women invited all entities of the United Nations system to increase the capacity for and better utilize gender analysis at both policy and programme levels; incorporate gender perspectives into all existing training programmes, assess the impact of such training programmes and develop strategies to improve their effectiveness where necessary, inter alia, through focusing resources on training specifically tailored to the needs of participants and on follow-up processes; and increase the involvement of men in promoting the implementation of gender mainstreaming, including as specialists, focal points and trainers.[3]

7. The Commission on the Status of Women further recognized in its resolution 49/4 of 11 March 2005 that gender-based statistics, indicators, research, gender analysis and other tools, training and methodologies are critical to effective gender mainstreaming. It called on Member States to support the provision of training on gender mainstreaming and promote awareness and information campaigns, including gender training, to governmental bodies, at all levels, the public sector and the judiciary so as to ensure understanding of their roles and responsibilities as well as to facilitate implementation. In the same resolution, the Commission also called upon the international community, including the United Nations system and other regional and subregional organizations, to support efforts to mainstream a gender perspective at the national level by, inter alia, facilitating the sharing of information on guidelines, methodologies and best practices and making such information available through a variety of formats, including web-based and electronic formats.[4]

8. In the 2005 World Summit Outcome, Heads of State and Government recognized the importance of gender mainstreaming as a tool for achieving gender equality, and to that end, undertook to strengthen the capabilities of the United Nations system in the area of gender.[5]

9. In its resolution 1325 (2000) on women, peace and security, the Security Council recognized the importance of specialized training for all peacekeeping personnel on the protection, special needs and human rights of women and children in conflict situations.

III. An overview of approaches

10. Training is one of the methodologies for increasing awareness, knowledge, commitment and capacity of staff. It should not, however, be seen as a panacea for addressing all the constraints to effective implementation of gender mainstreaming. The limits to what can be achieved from a short one-time training programme are considerable. There is a need to move away from an ad hoc training workshop approach, to a more sustained competence development process for all professional staff, with adequate focus on the specific work programmes of different categories of staff. The approach and methodology utilized is critical for the success of training initiatives.

11. Experience has shown that training on gender equality not only has to be tailored to specific sector areas and issues, but also to the different types of work done by various groups of professionals. Once professionals are made aware of what the gender perspectives are in different sectors, such as health, economics, and agriculture, they should also understand how to work with those issues when doing

research and analysis, collecting and utilizing statistics, conducting policy dialogue, developing and implementing projects, monitoring and evaluating, and providing training. Staff should be assisted to understand the ways in which gender equality is relevant for their daily work, and how they might concretely go about addressing those issues.

Innovative approaches

12. Many training programmes today go beyond conventional training workshops based on transfer of knowledge/information from experts to participants, to workshops with participatory methodologies, such as individual or group-based coaching, which build on the knowledge and experience of participants.

13. The Office of the Special Adviser on Gender Issues and Advancement of Women and the Division for the Advancement of Women, worked closely with the Office of Human Resources Management on competence development on gender mainstreaming. The approach was tested in the Department of Economic and Social Affairs, the Economic and Social Commission for Asia and the Pacific (ESCAP) and the United Nations Office on Drugs and Crime. The approach is based on principles of participatory adult learning and involves an interactive process, building on the existing expertise and experience of participants. A *Facilitator's Manual: Competence Development Programme on Gender Mainstreaming*,[6] which provides concrete materials from programmes carried out in the Department of Economic and Social Affairs, the United Nations Office on Drugs and Crime and ESCAP, including case studies and exercises, has been prepared to disseminate such an approach.

14. Many innovative programmes today focus on the development of a set of concrete, measurable individual actions that the participants can agree to undertake on the completion of the programme, as a means to ensure that the programme will have some immediate effect on the work of participants. To ensure active participation of staff in the competence development process, training carried out within the Department for Disarmament Affairs, the Department of Political Affairs and the Office for the Coordination of Humanitarian Affairs, for example, involved the development of departmental policies and/or action plans. Training of gender focal points and interested staff in the International Labour Office (ILO) resulted in action plans for each individual trainee. In gender-mainstreaming training in the United Nations Peace-building Support Office in Guinea-Bissau, staff explored ways in which each functional unit could incorporate gender perspectives into their work.

15. The World Bank annual Poverty Reduction and Economic Management Learning Week and the Learning Days aim to enhance the skills of Bank staff on various poverty reduction-related topics, including integrating gender perspectives into public expenditure reviews and identifying gender issues in trade reform. One-to-one coaching on gender mainstreaming for individual staff by members of multifunctional teams has been provided at country level by the Office of the United Nations High Commissioner for Refugees (UNHCR).

16. United Nations entities are putting in place more diverse, action-oriented and client-friendly competence development programmes on gender mainstreaming. A range of ongoing learning processes are being initiated to meet the needs of all professional groups, including on-the-job training; one-on-one dialogues; briefings,

collaborative development of materials, such as briefing notes; brown-bag sessions; and other interactive discussion forums where topical issues can be discussed. Executive briefings for senior- and middle-level management have been used effectively in some organizations.

Institutional context

17. An important factor in achieving effective gender training is the institutional context. Gender training alone cannot achieve the desired result of transforming the approach to the plans and programmes of an organization. It must be part of a broader organizational strategy for change. Gender training activities that are not complemented by the development of specific gender equality policies, procedures, incentives and support are largely ineffective.

18. The recognition of the importance of competence development, including through training, in gender mainstreaming policies/strategies and action plans is important for creating an enabling environment for gender mainstreaming capacity-building and learning. The Gender Mainstreaming Strategy of the Office of the United Nations High Commissioner for Human Rights (OHCHR), for example, requests the identification of training requirements; and the Gender Mainstreaming Strategy (2006-2009) of the Economic and Social Commission for Western Asia (ESCWA) emphasizes the need for institutional learning, capacity-building for gender mainstreaming and inclusion of gender perspectives in induction courses. One main pillar of the World Food Programme (WFP) Gender Policy (2003-2007) is the Training and Learning Initiative. The United Nations Environment Programme (UNEP) Governing Council/Global Ministerial Environment Forum adopted decision 23/11 of 25 February 2005 entitled "Gender equality in the field of the environment", in which it called for gender mainstreaming in environmental policies and programmes, including through education and training.[7]

19. The strategy must include demonstrated commitment and support by senior management. Such a commitment plays a crucial role in the initial stages of developing training and capacity-building initiatives and securing ownership of the process as well as in follow-up processes. The Department of Political Affairs noted that the active engagement of senior management in workshops (as full participants, speakers and resource people) sent a strong and positive message throughout the training processes. To those staff members who were resistant to mandatory workshops, the presence of senior personnel was a clear signal of the Department's commitment to gender mainstreaming.

20. Offices of human resource management can play an important catalytic and supportive role in encouraging and funding specific training on gender mainstreaming and incorporating gender perspectives into all the training which is provided within organizations. For example, in the United Nations Secretariat the Office of Human Resources Management has made funding available for training on gender mainstreaming. Entities that have taken advantage of this funding include the Department for Disarmament Affairs, the Department of Economic and Social Affairs, the Department of Political Affairs, the Department of Peacekeeping Operations, ESCAP, ESCWA, the Office for the Coordination of Humanitarian Affairs, the United Nations Office on Drugs and Crime and the United Nations Office at Vienna.

Needs assessments

21. Conducting regular needs assessments is critical to successful gender training. Needs assessments allow organizations to identify the varying levels of needs for different categories of staff, such as budget and programme staff, management, and gender focal points, as well as the types of training such as competence development, refresher courses and courses in new areas. A gender sensitivity survey administered to staff in the International Organization for Migration (IOM), for example, revealed that despite the IOM gender mainstreaming policy, commitment to gender equality at the highest level and a network of gender focal points throughout the organization, gender awareness among staff was relatively weak. It illustrated the need for ongoing attention to gender training, and guidance on gender equality issues. ILO carried out gender audits to ascertain the levels of gender awareness and capacity and the progress made in drawing attention to gender issues in the organization. The participatory audits of 25 units/offices revealed a need for further training and capacity-building of staff and partners concerning gender concepts and the practical aspect of gender mainstreaming.

22. Examples of effective use of results of needs assessments include the Department of Political Affairs in introducing its mandatory training on gender mainstreaming; and the United Nations Human Settlements Programme (UN-Habitat), in developing a handbook on gender mainstreaming in human settlements for use in training workshops. The six divisional gender mainstreaming workshops carried out in the Economic Commission for Africa (ECA) were also informed by a needs assessment exercise which led to strengthening divisional ownership of the gender mainstreaming process.

Evaluation of impact

23. Greater attention must be given to the evaluation of impacts of gender training through, for example, immediate evaluation by participants, follow-up with participants on a regular basis, and formal internal and external evaluations. Creative methodologies are being developed in the United Nations system. The Integrated Training Service of the Department of Peacekeeping Operations, for example, is using the Kirkpatrick model of training effectiveness,[8] which measures changes in attitudes/behaviour and is being adjusted to include specific indicators for gender training. The evaluation of impact of training is dealt with comprehensively in four ascending levels: (a) level one, reaction, is measured through a questionnaire at the end of training sessions; (b) level two, learning, through a test at the beginning and at the end of the session; (c) level three, behaviour, through survey questionnaires, interviews and observations; and (d) level four, results, through measuring concrete results of the training for the organization, including by isolating a control group and measuring it against the group of staff trained. Level four has, however, not yet been used to evaluate training within the Department.

24. The World Bank Institute evaluates the effectiveness of its gender training by conducting "tracer" studies, which involve assessing whether participants apply the knowledge they gain during gender trainings in their daily work. The International Training Centre of the International Labour Office (ITC/ILO) keeps track of progress through gender indicators categorized into: (a) courses and seminars in which gender equality is the main subject (gender-specific training), and (b) gender-

sensitive training (courses and seminars which address gender perspectives throughout the whole training cycle, including needs analysis, training delivery, evaluation and follow-up). The Food and Agriculture Organization of the United Nations (FAO) training emphasized the development of indicators to allow each unit to monitor its progress towards the achievement of gender equality goals.

25. A follow-up survey to the ILO gender audits measured the impact of capacity-building recommendations. Positive outcomes identified included incorporation of gender equality perspectives into the monitoring and evaluation of ILO shared objectives; assessment of project documents through a "gender filter"; and improved efforts at gender mainstreaming in technical cooperation projects. ILO reported that the audit had set in motion an institutional learning mechanism, which now requires rigorous monitoring of the implementation of audit report recommendations.

Follow-up

26. The training efforts made in many entities have had less than optimal success because limited attention has been given to follow-up. The effective implementation of gender training requires procedures and mechanisms which hold staff members accountable for utilizing the gender training systematically in integrating gender perspectives into their work. Participants should leave programmes with a clear understanding of what they are required to do. Managers need to be aware of the commitments made by participants in training sessions and follow up on implementation on a regular basis. Without adequate accountability mechanisms, the outcome of training remains dependent on the agency of individual committed staff.

27. Support structures and mechanisms have been set up to provide follow-up support to increase the impact of training on gender mainstreaming. Some entities have established help desks (which can be electronic) to support participants who have follow-up questions after completing their training programmes. Training divisions should develop new means to follow-up training programmes to both assess effectiveness of the programmes as well as ensure that professional staff get the additional support they need.

28. Leadership and support provided by gender specialists and networks of gender focal points play a major role in facilitating greater utilization of awareness and skills acquired through training. For example, in ESCAP "gender clinic sessions" are organized in follow-up to gender training. These provide opportunities for individuals or groups of staff to discuss concrete efforts to use the training and provide assistance in finding practical solutions to problems. Thematic working groups in the World Bank provide staff with the opportunity to showcase their recent work on integrating gender perspectives into different sectors and projects. Senior managers have the overall management responsibilities for gender mainstreaming, including in relation to training. Gender specialists and focal points support managers in that role.

IV. Illustrative examples of training provided within the United Nations

A. Gender-specific training

29. While most entities provide gender training on a voluntary basis, some entities, such as the Department of Political Affairs and the United Nations Educational, Scientific and Cultural Organization (UNESCO), have made their training mandatory for staff at all levels. The Learning Resource Centre of the United Nations Development Programme (UNDP) has developed e-learning on gender sensitization and awareness training on gender mainstreaming that will become mandatory for all UNDP employees.

Training for managers

30. In acknowledging the importance of the commitment to and accountability of senior managers for gender mainstreaming, some entities carried out specific training for senior managers. The United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA) carried out separate training for field staff and senior and mid-level managers. UNDP conducts induction courses on gender mainstreaming for resident coordinators and deputy resident coordinators, and will carry out specific training on gender mainstreaming for senior managers in the Bureau of Management in 2006. ECA is preparing gender-mainstreaming workshops for directors that have not yet been trained.

31. The Department of Peacekeeping Operations has developed training for all categories of peacekeepers and which ascends with the level of seniority. Level one aims at creating awareness of all peacekeepers of gender issues and is used for predeployment by national and regional training centres; level two targets middle managers (Headquarters Staff Officers, United Nations Military Observers, Contingent Commanders, United Nations Police Officers and Civilians); and level three seeks to equip senior level peacekeepers with the knowledge and resources to provide effective leadership on gender mainstreaming in peacekeeping operations. The module for senior leaders focuses on the policy framework for gender mainstreaming, the role and responsibilities of senior leaders in implementing gender mainstreaming mandates and resources and mechanisms that can be called upon.

Field level training

32. Competence development for field level staff is critical for effective, gender-sensitive country programming. In most entities, however, gender training is not mandatory but is conducted at the discretion of individual country teams.

33. Capacity-building on gender mainstreaming on key tools and processes, such as common country assessments and United Nations Development Assistance Frameworks, the consolidated appeals process, poverty reduction strategy papers and reporting on the Millennium Development Goals, is critical for ensuring more systematic gender mainstreaming at the field level. For example, the Office for the Coordination of Humanitarian Affairs developed guidelines and conducted a workshop to identify ways to integrate gender perspectives into the consolidated appeals process.

34. A significant amount of training is being carried out within the United Nations system on the common country assessment/United Nations Development Assistance Framework processes and a section on gender equality has been integrated into United Nations country team programming workshops, held at regional and country levels. A recent review of 26 second-generation United Nations Development Assistance Frameworks from 2004 to 2006, revealed that the increased focus on gender equality in United Nations Development Group policies and training programmes over the past years had resulted in a more strategic and explicit attention to gender perspectives in the analytical parts of common country assessments and United Nations Development Assistance Frameworks. The United Nations Development Group Task Force on Gender Equality is finalizing a set of training modules on implementing gender equality programmes, to be used in United Nations Development Assistance Frameworks training of trainers workshops, trainings of resident coordinator coordination officers, and induction workshops of resident coordinators.

35. Specific efforts were made by UNESCO to integrate gender perspectives into its training programme on common country assessment/United Nations Development Assistance Framework processes. The United Nations Volunteers (UNV) Niger assisted UNDP in integrating gender perspectives into the Country Programme Action Plan and the Annual Project Plan.

Training for gender specialists and gender focal points

36. Awareness and capacity to promote gender mainstreaming varies among gender specialists and gender focal points within the system, particularly at the field level. Effective, ongoing gender mainstreaming capacity-building for specialists and focal points is critical. A number of entities have provided specific training for that group of staff. For example, ESCAP raised awareness of its gender focal points on the importance of integrating gender perspectives in all aspects of its work through a series of gender mainstreaming training workshops. WFP designed regional gender trainings to upgrade skills of gender focal points in country teams. The World Bank held workshops for its country gender focal points, which provided strategies for integrating gender perspectives into results-based country assistance strategies, and on the impact of free-trade agreements on women. ILO developed and tested its *Gender Network Orientation Kit* during trainings of members of the network in field offices and at headquarters.

37. The Learning Resource Centre in UNDP carried out training for gender focal points and senior gender advisers on the implementation of the Gender Action Plan (2005-2006). The training went beyond issues of "how to" to issues related to organizational change, including political and cultural factors that limit effective implementation of gender mainstreaming.

Training in the area of peace and security

38. Gender training is a requirement for effective gender-sensitive responses to conflict and post-conflict situations. The System-wide Action Plan (2005-2007) for the implementation of Security Council resolution 1325,[9] developed by the Inter-Agency Network on Women and Gender Equality Task Force on Women, Peace and Security, in consultation with Member States and non-governmental organizations, commits its members to provide systematic gender training for all categories and

levels of peacekeeping and humanitarian personnel, and personnel working on issues related to disarmament, demobilization and reintegration, and post-conflict reconstruction and rehabilitation, both at the field level and at headquarters.

39. Training activities carried out by the Department of Peacekeeping Operations include the in-mission training programme on gender and peacekeeping, which is geared towards both civilian and military/police components and is expected to become a mandatory module within the induction training of new peacekeepers. To include gender perspectives in all its other training programmes, the Department is reviewing its training modules, including for basic, middle and senior management training, and developing specific gender training resource materials for thematic and functional peacekeeping areas. In 2006, the Special Committee on Peacekeeping Operations requested the Department to develop a comprehensive gender-training strategy to support effective use of existing training materials and reinforce gender training capacity; and ensure the input of gender expertise into the Integrated Training Service to coordinate that effort.[10] Gender advisers have played an important role in facilitating gender training initiatives within peacekeeping operations. The main responsibility for training remains, however, with the training units.

40. Other activities carried out within the framework of the Action Plan include training on drafting gender-sensitive firearms legislation and other legal instruments, carried out by the Department for Disarmament Affairs; international training of military and United Nations personnel in peacekeeping operations on the gender perspectives in disarmament, demobilization and reintegration and small arms, conducted by the United Nations Institute for Disarmament Research (UNIDIR); and training programmes on the specific needs of women and children in conflict to civilian staff of peacekeeping missions, organized by the United Nations Institute for Training and Research (UNITAR). Ongoing training on gender mainstreaming in peacemaking and peacebuilding activities is being conducted by the Departments of Political Affairs and of Peacekeeping Operations, UNDP, UNESCO, UNHCR, UNICEF and WFP for civilian, military and civilian police and humanitarian personnel. The Office for the Coordination of Humanitarian Affairs has committed to integrate gender perspectives into all training initiatives, including on emergency field coordination, protection of civilians, consolidated appeals process and disaster assessment and coordination.

41. Other examples of training activities in the area of peace and security include the five regional training courses for military trainers in Africa, Asia, Europe and North America, and Latin America, conducted by the Department of Peacekeeping Operations and OHCHR, which aimed at, inter alia, building the capacity of 40 troop-contributing countries to address gender equality issues and protection of women's human rights in the context of peace operations. UNIFEM and the World Bank conducted a training entitled "Taking a gender perspective to strengthen the multi-country demobilization programme in the greater Great Lakes region", which resulted in concrete action on improving national programmes. UNV played a catalytic role for gender mainstreaming within the United Nations Mission in the Sudan, in particular in conducting the workshop, entitled "Engendering the peace process after the Comprehensive Peace Agreement".

Internet as a tool for building capacity on gender mainstreaming

42. The Internet, including online distance learning, knowledge networks and websites, has been increasingly used as a tool for competence development for United Nations staff. For example, the United Nations Population Fund (UNFPA) developed a distance learning course entitled "Gender mainstreaming: taking action, getting results" to increase staff knowledge and understanding of gender equality and empowerment of women within a human rights framework. ITC/ILO offers on a regular basis an online distance course on mainstreaming gender equality, which provides good practices, strategies and tools for policymakers, national and local public services staff, employers, workers, regional and international development agencies and civil society representatives. The Learning Resource Centre of UNDP carried out live webcast training on gender mainstreaming in virtual classrooms, which focused on developing country-level gender mainstreaming strategies for UNDP country offices.

43. Entities have developed electronic gender equality knowledge networks, linking gender focal points and specialists at headquarters and in regional and country offices, to further the development of capacity and institutional memory. For example, UNHCR has developed an online knowledge management system through which staff can share experience and challenges in mainstreaming gender perspectives in their daily work.

44. UNDP provides networked expertise via regional centres and subregional resource facilities whose teams liaise both with the UNDP country offices and UNDP headquarters via a group of expert policy specialists. An example is the Gender Equality Network,[11] which provides a dynamic form of knowledge-sharing and practice development on gender mainstreaming. Through the provision of practical tools, policy advice services, references and resources on gender issues, it contributes to the strengthening of capacities for gender-sensitive policy development and programming across UNDP core practices. UNDP has also developed an e-learning collaborative space for gender mainstreaming, which contains, inter alia, access to an expert roster of gender mainstreaming trainers.

45. A wide range of gender mainstreaming information, tools and methodologies to support implementation of learning through training are available through United Nations websites, such as the inter-agency website WomenWatch,[12] the UNESCO Gender Mainstreaming Resource Centre,[13] the Gender Mainstreaming Resource Centre of the United Nations International Research and Training Institute for the Advancement of Women (INSTRAW),[14] ILO's Gender Equality Tool website,[15] and the UNDP Gender Mainstreaming Tools Marketplace.[16]

B. Integration of gender perspectives into regular training programmes

46. In addition to specific gender training, gender perspectives are integrated into other training activities in many parts of the United Nations system to promote more sector-specific attention to gender equality issues. Integration of gender perspectives into regular training programmes facilitates the understanding of the added value of gender perspectives to project and programme planning and implementation. For example, the International Telecommunication Union (ITU) developed a gender

module for inclusion in existing training workshops of the Telecommunication Development Bureau.

47. To ensure that new staff acquires a sound understanding of gender issues, several entities have included modules on gender equality in their induction/orientation training programmes for new staff members, such as in the Department of Political Affairs, the Department of Peacekeeping Operations, IOM, UNV, the World Health Organization (WHO), the Office for the Coordination of Humanitarian Affairs and the World Bank. OHCHR included a section on gender equality and women's rights in the start-up information and resource package that is used in briefings for newly recruited human rights field officers prior to their deployment.

48. Some entities such as UNESCO, WFP and WHO (Eastern Mediterranean Region) integrated gender perspectives into Results Based Management Framework training. For example, the UNESCO mandatory training aims to improve staff's understanding of gender perspectives in the results-based management cycle and the System of Information on Strategies, Tasks and Evaluation of Results[17] programming, monitoring and reporting mechanisms. Other entities have included gender mainstreaming in training on the project and programming cycle. For example, FAO developed a two-tier corporate strategy: (a) integrating gender analysis into the curricula of courses on the project cycle; and (b) developing tailor-made training sessions for technical divisions.

49. UNICEF integrated women's rights and the Convention on the Elimination of All Forms of Discrimination against Women into the updated Core Course on Human Rights Based Approach to Programming, and enhanced in-house capacity on gender analysis in programming by conducting regional gender workshops for staff in the Lao People's Democratic Republic, Morocco, Panama, Timor-Leste, Uganda and the Pacific Islands.

V. Support to training at the national level

50. With increasing recognition by Governments of the need to address gender issues in their policies and programmes, the demand for technical support and capacity-building on gender mainstreaming at the country level has risen. As a response to the increasing demand, entities of the United Nations system have carried out or supported a large number of capacity-building activities, such as training workshops, and have developed training handbooks and manuals and other materials which are also disseminated at national level.

Sector ministries

51. Many entities responded to requests by member States to build their capacity in gender mainstreaming in sectors such as health, HIV/AIDS, education, environment, peace and security, human rights, statistics, and to a lesser extent in sectors such as the economy and information and communication technologies. Action was taken by entities to build capacity of sector ministries in national and local governments to integrate gender perspectives into their work. The Economic Commission for Latin America and the Caribbean (ECLAC), for example, organized a workshop on gender accountability in local government in Chile. UN-Habitat trained municipal authorities and urban planners in Kosovo to support and promote

overall institutional capacity for gender mainstreaming in urban planning and management. UNFPA supported gender training of staff of gender units in sectoral ministries in Costa Rica, Dominican Republic and Nicaragua. INSTRAW developed and used guidelines and a training module entitled "Public security and prevention and response to violence against women", for security sector actors in the Dominican Republic and El Salvador.

52. The Economic Commission for Europe (ECE), in collaboration with the Office of the Special Adviser on Gender Equality and Advancement of Women and the Division for the Advancement of Women, organized a regional symposium on gender mainstreaming in economic policies for representatives of ministries of economy, finance, employment and social protection. UNIFEM has supported, through various training initiatives, gender-responsive budgeting in more than 30 countries.

53. The World Meteorological Organization (WMO) provides targeted support for gender mainstreaming in 187 member organizations dealing globally with meteorology and hydrology, including through technical conferences on the participation of women in meteorology and hydrology. ITC/ILO provides training on gender mainstreaming to the European Commission to build gender capacity among staff and representatives from European Commission development partners. As a follow-up mechanism to the training, a help desk is available for methodological support, peer advice, gender auditing, assistance in developing monitoring and evaluation tools.

National machineries

54. The United Nations regional commissions play a critical role in supporting gender mainstreaming capacity-building for national machineries for the advancement of women. ECA organized training workshops for 19 African countries in the formulation, implementation and monitoring of comprehensive gender mainstreaming policies and institutional mechanisms. Follow-up was undertaken in 14 countries and, as a result, some national machineries have adopted gender equality policies and are in the process of training gender focal points. ESCWA conducted national training workshops on gender mainstreaming for national machineries in Bahrain, Egypt, Iraq, Lebanon, the Syrian Arab Republic and the Occupied Palestinian Territory.

55. The Division for the Advancement of Women collaborated with ECA and ESCWA in organizing training workshops entitled "Strengthening the capacity of national machineries through the effective use of information and communication technology" — which included a component on gender mainstreaming in national information and communication technology policies and regulations — for representatives of national machineries, in Africa and Western Asia. ECLAC, UNFPA and UNIFEM supported training of national machineries in the use of gender indicators for the formulation of public policies. UNFPA also supported capacity development on gender mainstreaming in Women's Commissions in the Parliaments of Costa Rica, Ecuador, Honduras, Nicaragua and the Bolivarian Republic of Venezuela.

Training on statistics

56. Several entities, such as ECE, ECLAC, FAO, UNDP, the Secretariat of the United Nations Forum on Forests and the World Bank, provided training on the collection and dissemination of data and indicators disaggregated by sex for a variety of stakeholders, including officials in national statistics offices, policy analysts and programme planners. The Forum Secretariat and the Department of Economic and Social Affairs, collaborated with the global network International Union of Forest Research Organizations in organizing a symposium on gender and forestry in Tanzania to raise the awareness of the need for improved collection of data disaggregated by sex, and gender perspectives in forestry. As a result, a Research Group on Gender was established within the International Union.

57. The African Centre for Gender and Development, ECA, carried out six subregional training workshops to strengthen the capacity of statisticians, national accountants, planners and gender experts in integrating gender perspectives into national planning instruments and improving regular collection, analysis and use of sex-disaggregated data for sound policymaking, implementation and evaluation.

Training on the Convention on the Elimination of All Forms of Discrimination against Women

58. A number of United Nations entities, such as the Division for the Advancement of Women, the Department of Political Affairs, ECLAC, UNFPA, UNICEF, UNIFEM and the OHCHR, carried out training on reporting and implementation of the Convention for a wide range of stakeholders, including government officials, political leaders, parliamentarians, community advisers, non-governmental organizations, and personnel from the judicial system, such as police, paralegals, lawyers and judges. The training supports increased attention to gender perspectives across many sectors.

59. OHCHR also promoted the integration of gender perspectives into international human rights instruments by conducting workshops entitled "Strengthening the implementation of human rights treaty body recommendations through the enhancement of national protection measures", in Rwanda and Bosnia and Herzegovina.

Training on specific sectors

60. In acknowledging the important role of the education sector for promoting attention to gender perspectives in all areas of development and challenging gender stereotypes, several entities carried out gender training for schools and university staff. For example, UNFPA, in partnership with UNHCR, designed a curriculum on gender equality for continuous training of university staff. The United Nations Office on Drugs and Crime carried out training on gender roles, stereotypes and attitudes to prevent gender-based violence in South African schools. The African Centre for Gender and Development, ECA, trained national research institutions in 12 countries to collect data disaggregated by sex, using the African Gender and Development Index, and to track progress in achieving gender equality and women's advancement. WHO carried out training on integrating gender into medical education. UNICEF trained provincial directors, inspectors and primary school directors on gender-sensitive approaches in education. The United Nations University (UNU) International Network on Water, Environment and Health

collaborated with the Department of Economic and Social Affairs in delivering a distance-education diploma programme which contains a module on gender perspectives in water management.

61. In view of the critical role that the media plays in challenging gender stereotypes and promoting gender equality and empowerment of women, a number of entities carried out training for actors in the media. For example, UNICEF trained media professionals on gender-sensitive approaches in media. UNFPA supported the development of a training manual for journalists on the methodology to use television and radio soap operas to address gender equality, health and HIV prevention.

62. Examples of training in the macroeconomic field include the World Bank's four-week Internet course on gender and macroeconomics. The Development Policy and Analysis Division, the Department of Economic and Social Affairs, has initiated a project, with a training and capacity-building component, which will use an economic framework to assess feasible strategies towards achieving the Millennium Development Goals, including gender equality.

63. Several entities have conducted gender training for civil society to enhance their capacity to advocate for gender equality and gender mainstreaming in different sector areas. For example, ECLAC organized training on labour policies with a gender perspective for women's organizations and health associations in Argentina. The United Nations Office on Drugs and Crime held two workshops in Peru on gender mainstreaming and enterprise development for shareholders with management positions in local farmers' organizations.

Training of trainers

64. A number of United Nations entities have carried out training of trainers to expand the pool of trainers at the national level. While some training programmes focus more generally on gender mainstreaming, other programmes methodologies have been developed and tailor-made to specific sectors. For example, UN-Habitat conducted countrywide training of trainers on gender equality and local governance for Government officials in Somalia, and published a handbook to support that process. The United Nations Office on Drugs and Crime carried out training of trainers on gender perspectives in HIV/AIDS in government institutions and non-governmental organizations in Kenya to increase the pool of women trainers who could reach out to women injecting drug users.

65. FAO used its Socio-Economic and Gender Analysis Package, including information materials, handbooks and technical guides, for training of trainers. To enlarge the network of trainers in Colombia, OHCHR carried out an intensive course for 38 prosecutors on international instruments that protect the rights of women. ILO conducted three intensive training of facilitators in Colombo and Harare to create a pool of trainers who can build capacity among local gender experts and focal points.

VI. Inter-Agency Network on Women and Gender Equality

66. Since 2001, the Inter-Agency Network on Women and Gender Equality has held a one-day workshop on gender mainstreaming during its annual meetings to

provide an opportunity for members to present concrete experiences on strategies, approaches, methodologies and tools for integrating gender perspectives into policy and programme development and intergovernmental processes, as well as in developing capacity among professional staff for gender mainstreaming. Workshops have focused on the following topics: "Approaches and methodologies for gender mainstreaming"; "Training and capacity-building for gender mainstreaming"; "Strategies for incorporating gender perspectives into the preparatory processes of major international conferences, summits and special sessions, as well as their follow-up"; "Gender mainstreaming in programme monitoring and reporting"; and "Ten-year review of gender mainstreaming: focusing on results".

67. As a result of those workshops, the Network members have gained increased capacity to, inter alia, develop and apply tools for corporate reviews of gender mainstreaming; develop more effective evaluation of outcomes and impacts of gender mainstreaming; reinforce collaborative efforts and arrangements at the field level; and advocate for accountability for gender mainstreaming.

68. Specific gender training has been organized as joint inter-agency initiatives at the national level, in particular under the umbrella of the United Nations Gender Theme Groups,[18] including in Cuba, Sri Lanka and Viet Nam. In the Philippines, the Gender Theme Group is developing a gender learning course produced on a CD-ROM.

69. To promote effective collaboration and coordination of gender mainstreaming in key mechanisms such as common country assessment/United Nations Development Assistance Framework exercises, Millennium Development Goals monitoring and poverty reduction strategy papers, the Inter-Agency Task Force on Gender Mainstreaming in the common country assessment/United Nations Development Assistance Framework, produced a Resource Guide for Gender Theme Groups, which was circulated to United Nations country teams and endorsed by the head of the Development Group Office.

VII. Conclusions and recommendations

70. **Although policies and strategies on gender equality, which include a focus on gender mainstreaming, are in place in many entities and there has been an increased focus on the development of training, methodologies and tools, a large gap remains between policy and practice. Gender equality is not yet fully integrated into the work of the United Nations. Considerable work remains to be done on developing awareness, knowledge, commitment and capacity among United Nations staff on gender mainstreaming.**

71. **A great deal of capacity-building, largely through conventional training programmes, has been carried out in the United Nations system. In many entities, training programmes have been organized on an ad hoc basis, with little institutional follow-up, an approach that underestimates the knowledge and skills required for effective gender mainstreaming and has limited impact.**

72. **Considerable efforts have, however, also been made to develop new approaches and some important innovations have been introduced. The impact of such initiatives should be further assessed.**

73. **Capacity-building efforts in the United Nations system have not always been as effective as would be desired. A key factor to successful outcomes of training activities is visible support from senior management. Such support has been provided in some entities, including through specific attention to gender training in gender policies and action plans. In many entities, however, limited support constrains the impact of training. Few effective mechanisms have been developed to ensure accountability among staff to utilize the awareness and skills acquired in training. The outcomes of training remain all too often dependent on the agency of committed staff.**

74. **The lack of monitoring and evaluation mechanisms and impact assessment tools for gender training have limited the full understanding of the effectiveness of the training carried out. This creates a challenge for identifying the reasons for the lack of impact of existing training and ways to improve its effectiveness.**

75. **A common challenge to the provision of effective gender training includes limited financial and human resources, allocated through the regular budget, to support training on gender mainstreaming. In some entities, gender training is dependent on extrabudgetary funding.**

76. **To further implementation of its agreed conclusions 1997/2 and resolution 2005/31, the Economic and Social Council may wish to encourage United Nations entities to:**

(a) **Make specific commitments to training, including competence development on gender mainstreaming, in all gender equality policies, strategies and action plans;**

(b) **Make training on gender mainstreaming mandatory for all staff and develop specific training for different categories and levels of staff;**

(c) **Provide specific ongoing capacity-building, inter alia through training, for gender specialists and gender focal points, including in the field;**

(d) **Ensure integration of gender perspectives in all training courses offered, including in induction courses and training on results-based management frameworks and training on the project and programme cycle;**

(e) **Develop innovative forms of capacity-building, in addition to formal training, including by using information and communication technologies, and systematically assess the impact of new approaches;**

(f) **Ensure that managers provide the leadership and support required, including by enhancing awareness, commitment and capacity through innovative capacity-building approaches specifically for management levels;**

(g) **Ensure that, as relevant, offices of human resource management advocate for gender mainstreaming capacity-building and provide resources and support;**

(h) **Develop more effective forms of follow-up to training to ensure full utilization of the learnings and maximum impact on work programmes;**

(i) **Strengthen accountability systems for all staff, for example, by mandating attention to gender mainstreaming in personnel workplans and appraisals;**

(j) **Develop effective means of impact assessment, apart from the conventional questionnaires to participants at the end of sessions, including development of indicators for the systematic monitoring and evaluation of training;**

(k) **Allocate sufficient resources to ensure mandatory training, effective follow-up processes, and effective monitoring and evaluation of training activities;**

(l) **Develop a resource base of trained facilitators at national and regional levels which is accessible to all parts of the United Nations system, drawing on resources in Governments, academia and civil society as well as the United Nations itself;**

(m) **Create or expand electronic knowledge networks on gender mainstreaming to increase effective support and follow-up to capacity-building activities;**

(n) **Strengthen inter-agency collaboration, including through the work of the Inter-Agency Network on Women and Gender Equality, to ensure systematic exchange of resources and tools across the system to promote cross-fertilization of ideas;**

(o) **Ensure that resident coordinators systematically promote, monitor and report on capacity-building activities within their country teams;**

(p) **Strengthen country team collaboration on gender training at the national level, including through sharing methodologies and tools, undertaking joint activities, and strengthening capacity of Gender Theme Groups to support such activities;**

(q) **Ensure gender training programmes and integration of gender perspectives in capacity-building activities targeting sector ministries at national level;**

(r) **Strengthen capacity-building activities for national mechanisms for the advancement of women to play a catalytic role of gender mainstreaming in sector ministries and other government offices.**

Notes

[1] The following 39 United Nations entities of the United Nations common system provided information in response to a request for information from the Division for the Advancement of Women: Department of Economic and Social Affairs; Office of the Special Adviser on Gender Equality and Advancement of Women; Development Policy and Analysis Division; Division for Social Policy and Development; United Nations Forum on Forests Secretariat; Department of Political Affairs (DPA); Department of Peacekeeping Operations; Economic Commission for Africa (ECA); Economic Commission for Europe (ECE); Economic Commission for Latin America and the Caribbean (ECLAC); Economic and Social Commission for Asia and the Pacific (ESCAP); Economic and Social Commission for Western Asia (ESCWA); Food and Agriculture Organization of the United Nations (FAO); International Atomic Energy Agency (IAEA); International Labour Organization (ILO); International Training Centre of the International Labour Office (ITC/ILO); International Telecommunication Union (ITU); United Nations International Research and Training Institute for the Advancement of Women (INSTRAW); United Nations Office for the Coordination of Humanitarian Affairs (OCHA); Office of the United Nations High Commissioner for Human Rights (OHCHR); Office of

Human Resources Management; Office of Internal Oversight Services; Office of Legal Affairs; United Nations Environment Programme (UNEP); United Nations Educational, Scientific and Cultural Organization (UNESCO); United Nations Population Fund (UNFPA); United Nations Human Settlements Programme (UN-Habitat); Office of the United Nations High Commissioner for Refugees (UNHCR); United Nations Children's Fund (UNICEF); United Nations Development Fund for Women (UNIFEM); United Nations Office on Drugs and Crime (UNODC); United Nations Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States; United Nations Relief and Work Agency for Palestine Refugees in the Near East (UNRWA); United Nations University (UNU); United Nations Volunteers (UNV); World Bank; World Food Programme (WFP); World Health Organization (WHO); World Intellectual Property Organization (WIPO); World Meteorological Organization (WMO). Information was also submitted by the International Organization for Migration (IOM).

[2] See *Official Records of the General Assembly, Fifty-second Session, Supplement No. 3* (A/52/3/Rev.1), chap. IV, para. 4, agreed conclusions, sect. D, paras. (a)-(e).

[3] See *Official Records of the Economic and Social Council, 2004, Supplement No. 7* (E/2004/27-E/CN.6/2004/13), chap. I.C.

[4] Ibid., *2005, Supplement No. 7* (E/2005/27-E/CN.6/2005/11), chap. I.C.

[5] General Assembly resolution 60/1, para. 59.

[6] Available online at www.un.org/womenwatch/daw/csw/FacilitatorsManualFeb2004.

[7] See *Official Records of the General Assembly, Sixtieth Session, Supplement No. 25* (A/60/25), annex.

[8] According to this model, evaluation should begin with level one, and then, as time and budget allows, should move sequentially through levels two, three, and four. Information from each prior level serves as a base for the next level's evaluation. While each successive level represents a more precise measure of the effectiveness of the training programme, it also requires a more rigorous and time-consuming analysis.

[9] See S/2005/636, annex.

[10] See *Official Records of the General Assembly, Sixtieth Session, Supplement No. 19* (A/60/19), para. 163.

[11] The Gender Equality Network started in 1998 as a field-based mailing group of gender specialists in preparation for the twenty-third special session of the General Assembly (Beijing+5). It has grown into a fully-fledged knowledge network with global outreach and was formally launched in June 2000. It has 800 members in 140 UNDP country offices.

[12] www.un.org/womenwatch.

[13] http://portal.unesco.org/en/ev.php-URL_ID=3160&URL_DO=DO_TOPIC&URL_SECTION=201.html.

[14] www.un-instraw.org.

[15] www.ilo.org/gender.

[16] www.undp.org.women/toolsmarketplace.

[17] The System of Information on Strategies, Tasks and the Evaluation of Results (SISTER), which has been designed and developed to accompany the UNESCO reform process towards results-based programming, monitoring and reporting, requires that every activity specifies gender mainstreaming objectives, expected results and performance indicators.

[18] As of April 2004, there were 86 Gender Theme Groups in 78 of 135 UNDP country offices — an increase from 58 in 1998.

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Annual overview report of the United Nations System Chief Executives Board for Coordination for 2005/06

Summary

The present report provides an overview of major developments in inter-agency cooperation within the framework of the United Nations System Chief Executives Board for Coordination (CEB), during the period covering its fall 2005 and spring 2006 sessions.

During that period, the preparations for the 2005 World Summit and the follow-up to its Outcome provided the main focus for the work of the Board, and that of its High-level Committees. Their contribution to the preparatory process culminated in the publication *One United Nations: Catalyst for Progress and Change — How the Millennium Declaration is Changing the Way the United Nations System Works*, which, in reviewing progress in implementing the Millennium Declaration, also charts the way forward for the United Nations system.

CEB, through the High-level Committee on Programmes (HLCP) and the High-level Committee on Management (HLCM), also addressed the cross-cutting issues of gender mainstreaming and knowledge management. In the programme area, priority issues for inter-agency attention included employment, migration and the system's support to the New Partnership for Africa's Development, as well as follow-up to the World Summit on the Information Society. In the area of management and administration, efforts focused on ensuring the safety and security of United Nations system personnel, promoting transparency and accountability as principles of good governance, better employing information and communications technologies in management and operations, enhancing the financial and human resources management and coordinating the United Nations system response to the threat of the avian influenza.

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The commitment to *One United Nations* set the tone of CEB's determination to work closely with the Secretary-General's High-level Panel on United Nations System-wide Coherence to advance the effectiveness and impact of the system's response to the complex challenges facing the international community today.

Contents

		Paragraphs	Page
I.	Introduction	1-5	3
II.	Follow-up to the 2005 World Summit Outcome	6-43	4
	A. System-wide coherence	11-20	5
	B. Cross-cutting issues	21-28	8
	C. Themes	29-43	9
III.	Coordinating follow-up to the World Summit on the Information Society	44-47	13
IV.	Management in the United Nations system	48-58	14
V.	One United Nations system: the way forward	59	16
Annex			
	Statement of the Chief Executives Board for Coordination on the multilateral round of negotiations under the Doha Development Agenda and the sixth World Trade Organization Ministerial Conference (Hong Kong, China, 13-18 December 2005)		17

I. Introduction

1. The United Nations system is unique in the range and coverage of its structures and mandates and in the diversity of the means of action that are at its disposal. These characteristics can be a unique source of strength in addressing the increasingly complex and interrelated challenges that the international community is facing. Fully exploiting and harnessing this potential — ensuring that the wide-ranging capacities of the system are brought to bear in a coherent and, at the same time, creative and flexible way in meeting the evolving requirements of Member States and the international community — continues to be the main underlying objective guiding the work of the United Nations System Chief Executives Board for Coordination (CEB). Political will to make full and effective use of the system, and the presence of an internationally agreed framework to provide common policy orientation to all parts of the system, are key conditions for progress in this respect. The advances that the Millennium Summit brought about in this regard, building on the conferences of the 1990s, have been unparalleled. By reaffirming confidence in the system and providing a common policy instrument around which all parts of the system could rally, an unprecedented unity of purpose was generated within the system, as well as an unprecedented common drive to identify and address the rigidities and other problems within and among organizations that stand in the way of maximizing the system's overall relevance and impact.

2. Against this background, the preparations for the 2005 World Summit and the follow-up to its Outcome (General Assembly resolution 60/1) provided the main focus for the work of CEB, and that of its High-level Committees, during the period under review. CEB's contribution to the preparatory process culminated in the publication of *One United Nations: Catalyst for Progress and Change — How the Millennium Declaration is Changing the Way the United Nations System Works*, which was launched at the July 2005 session of the Economic and Social Council and was commended by the President of the Economic and Social Council to the Summit. The publication evolved as a product of the United Nations system assessment of its role in supporting the implementation of the goals of the Millennium Declaration. It was intended to demonstrate how the common endeavour engendered by the Declaration has been serving to broaden the perspectives of all organizations of the United Nations system and helping them, both individually and collectively, to deepen analysis, expand knowledge-sharing, reinforce synergies and sharpen the focus on results. And it sought to underscore the system's readiness to be held collectively accountable for its efforts in this regard.

3. *One United Nations* concludes with a number of commitments, chief among them: achieving a more inclusive, purposeful mobilization of its resources and capacities; engendering the active participation of all organizations in shaping policies and seeing to their implementation; working towards a deeper engagement of civil society in policy development and implementation; ensuring that within and across organizations the conceptual and standard-setting work of the system and its operational activities proceed in a mutually reinforcing manner; and achieving a much more unified system presence at the country level. The capacity to combine analytical and normative functions with operational mandates amounts to a unique comparative advantage of the United Nations system, which has so far been vastly underexploited. A more integrated approach to the system's policy development and operational functions would help to further harmonize its mission to advance agreed

goals at all levels, while strengthening its adherence to the basic principle of country ownership of development assistance. These commitments are among those which are now guiding the system in its follow-up to the 2005 World Summit Outcome, which is the focus of section II of the present report, and which tie in closely with the ongoing work of the Secretary-General's High-level Panel on United Nations System-wide Coherence in the Areas of Development, Humanitarian Assistance and the Environment, also referred to in that section. In the same perspective, section II refers to the role of the United Nations System Staff College as a means to promote a system-wide learning culture rooted in shared values and common objectives for all staff of the United Nations system.

4. Section III of the present report deals with the system's follow-up to the World Summit on the Information Society. Other elements of the system's agenda for further progress, as outlined in *One United Nations*, focus on common, more reliable and more accessible, user-friendly statistical and other data and, as reported in section IV of the present report, on a common strategy for better employing information and communications technologies (ICT) in management and operations.

5. Section IV details the efforts of the United Nations system to strengthen collaboration in the area of management and administration. Since it promotes transparency and accountability as principles of good governance at the national and local levels, the United Nations system must internalize and apply these principles at all levels.

II. Follow-up to the 2005 World Summit Outcome

6. At its fall 2005 session, immediately following the 2005 World Summit, CEB focused its discussion on the implications of, and follow-up to the 2005 World Summit Outcome. The Secretary-General stressed that the Summit Outcome should be seen as a call to action — for Member States, civil society and other stakeholders, and the United Nations system as a whole. Its implications for the United Nations system were clear: the system had been challenged to be more effective and efficient across the breadth of its agenda and to demonstrate greater coherence. The bar had been set high.

7. CEB members stressed the relevance of the Summit Outcome for the work of their organizations and outlined the steps they were taking to contribute to its follow-up. They noted with satisfaction that the Summit Outcome not only reaffirmed the goals and commitments in the Millennium Declaration and the internationally agreed development goals emanating from the United Nations summits and conferences, but also contained new important guidelines that were at the centre of the work of many organizations of the system. These related, in the development field, to: rural and agricultural development; productive employment and decent work; science and technology, including information and communications technology and early warning systems for natural hazards; reproductive health; slum prevention and slum upgrading; investments; and migration and development. High significance was also attached by CEB members to the strong reaffirmation by Member States of their commitment to achieving the objectives of "Education for all", programmes, achieving gender equality and empowerment of women, combating HIV/AIDS, malaria and other diseases, and ensuring environmental sustainability.

8. The renewed emphasis that the Summit Outcome places on eradicating poverty and promoting sustained economic growth and sustainable development, particularly the strong reaffirmation of the commitment to the global development partnership agreed in Monterrey, the crucial importance of a successful conclusion of the Doha round and the advances made on debt relief and aid were strongly welcomed by CEB members. As part of these discussions, CEB adopted a statement on the multilateral round of negotiations under the Doha Development Agenda and the sixth World Trade Organization Ministerial Conference, held in Hong Kong, China, from 13 to 18 December 2005, which is reproduced in the annex of the present report.

9. The new opportunities presented by the Summit's advances on aid and debt to step up system efforts in support of developing countries were highlighted. Special emphasis was placed on the need for coherent system-wide support for the Summit Outcome provisions relating to the elaboration of comprehensive national development strategies to achieve the internationally agreed development goals, including the Millennium Development Goals, and for the new mandate assigned to the Economic and Social Council as the principal United Nations body for assessing and monitoring progress in the implementation of these goals.

10. On the environment, the need was underlined to integrate the key issues — climate change, natural disasters, energy, freshwater, water and sanitation, production and consumption patterns, chemicals and hazardous wastes, oceans and seas, and coastal zone management — within a development framework and to ensure a coordinated response by the system. With a view to helping maximize the contribution of tourism to sustainable development, CEB launched, at its spring 2006 session, the United Nations Tourism Exchange Network, to be steered by the United Nations World Tourism Organization.

A. System-wide coherence

The High-level Panel on United Nations System-wide Coherence in the Areas of Development, Humanitarian Assistance and the Environment

11. The Summit invited the Secretary-General to develop proposals for "more tightly managed entities in the field of development, humanitarian assistance and the environment" (General Assembly resolution 60/1). Accordingly, in February 2006, the Secretary-General set up the High-level Panel on United Nations System-wide Coherence in the Areas of Development, Humanitarian Assistance and the Environment to undertake a study on United Nations system-wide coherence, with the participation of the Chairs of HLCP and the United Nations Development Group (UNDG) in an ex officio capacity.

12. The CEB retreat held in conjunction with its first regular session of 2006 was dedicated to a dialogue between Executive Heads and members of the Panel. The two High-level Committees of CEB — HLCP and HLCM — met jointly in February to contribute to preparing CEB interaction with the Panel. The discussions covered: (a) United Nations system funding issues and international aid architecture; (b) coordination for development impact, including the resident coordinator system and the linking of humanitarian, development and environmental activities; (c) reforming support services in support of development; (d) coherence between

normative, analytical, policy work and operations; and (c) developing new United Nations system management culture(s).

13. The dialogue with the Panel at the CEB retreat, held on 7 and 8 April 2006, followed the Panel's own first meeting, held from 4 to 6 April. The consultations between the Panel members and the Executive Heads of the organizations of the system focused on three key issues: (a) financing of United Nations development activities; (b) coherence and effectiveness of the United Nations system, including coherence between normative, analytical, policy work and operations and coordination for impact at the field level; and (c) governance of the United Nations system.

14. CEB members welcomed the open, forthcoming and committed way in which the Panel is approaching its work. They outlined for the representatives of the Panel the way in which United Nations system organizations, individually as well as collectively, are endeavouring to adapt their responses to the changing requirements of Member States. They undertook to fully support the effort spearheaded by the Panel to bring about the change that is required to ensure that the potential of the system is fully exploited and its capacity to bring about lasting progress is significantly strengthened. They pointed out that the credibility of the system is not only affected by its capacity to respond to emergency situations in an effective and timely way. It depends equally on its capacity to address the root causes of problems. This in turn requires not only convergence of actions between all parts of the system, including multilateral and bilateral actors, but also access to resources commensurate to the magnitude of the problems that the international community expects the system to tackle. Financing modalities are also an important part of the coherence problematique to be addressed by the Panel: current trends away from core funding and privileging special purpose funding are important factors behind the competition for resources in which United Nations system organizations are being forced to engage, leading to strains in the coordination effort and, at times, shifts away from core mandates towards areas where more funding happens to be available. Greater clarity and focus in the role and contribution of each organization is an important part of the greater system-wide coherence being sought, but that cannot be fully achieved unless all elements of funding architecture are at the same time effectively addressed.

15. Executive Heads also stressed that, in addition to funding issues, and beyond management and delivery systems, the overall issue of policy coherence will also need to be squarely addressed by the Panel, if greater system-wide coherence is to have a significant impact on the system's capacity to effect real progress and change. Both the contribution of different parts of the system — the United Nations, the sectoral agencies, the World Bank and regional institutions — and the respective roles of organizations and Members States in advancing policy coherence will need to be analysed in this regard. In the same context, rather than artificial separations between normative/analytical work and operational activities, ways of bringing about stronger and more organic links between these two aspects of the system's contribution to development should be a main objective of the Panel's work. Enabling agencies, as knowledge organizations, to transfer their knowledge to countries should be an important dimension of the drive towards greater system-wide coherence. At the country level, coherence should be measured by the extent to which "ownership" is effectively advanced: the system's sense of "ownership" of the resident coordinator system and, even more important, the extent

to which all coordination instruments are geared to advance the country's "ownership" of the system's support.

16. The consultations between the Panel and CEB are taking place at a time of great change, in which new forms of international cooperation are emerging and new international institutional arrangements are being introduced in the effort to eradicate poverty, protect people from disasters and safeguard the Earth, on which all life depends. A more coherent United Nations system, which is better able to marshal its significant human and financial resources, global networks and other assets and comparative advantages, is necessary to meet the internationally agreed development goals, including the Millennium Development Goals, and to support Member States in meeting both present and future global challenges. All members of CEB pledged their full support to the Panel in reaching conclusions that will effectively advance the effectiveness and coherence of the system in all its aspects. The organizations of the system intend to pursue their dialogue with the High-level Panel in an open and constructive spirit.

Increasing the effectiveness and coherence of United Nations system activities at the country level

17. In the Summit Outcome, Member States reaffirmed their commitment to the global partnership for development set out in the Millennium Declaration, the Monterrey Consensus and the Johannesburg Plan of Implementation. They further stressed that each country must take primary responsibility for its own development, and that the role of national policies and development strategies is critical in the achievement of sustainable development. Such national efforts should be complemented by supportive global programmes, measures and policies. Member States resolved to ensure that the United Nations funds and programmes and the specialized agencies support the efforts of developing countries through the common country assessment and the United Nations Development Assistance Framework process, enhancing their support for capacity-building.

18. In its resolution on the triennial comprehensive policy review of operational activities for development of the United Nations system (General Assembly resolution 59/250), the General Assembly placed, among the key priorities of United Nations reform, the increased effectiveness and coherence of United Nations system activities at the country level. It called on CEB to play a specific role in a number of areas, including capacity-building and evaluation.

19. A wide-ranging analysis of the capacity development efforts of the United Nations system is currently being pursued through a task force of HLCP and is being organized so as to maximize the use of the experience accumulated in this domain by each organization of the system. As regards evaluation, drawing on the valuable collaborative initiatives being pursued by the United Nations Evaluation Group, a policy statement is being developed which is intended to provide broad, common guidance to all concerned member organizations of CEB in supporting the evaluation function and to further encourage system-wide collaboration on evaluation.

20. Complementing the work of HLCP, a working group on non-resident agencies has been established by UNDG to address the request in resolution 59/250 for measures to ensure that all United Nations system agencies, including those with no or limited country presence, bring their expertise and accumulated analytical and

normative experience to bear at the country level. The results of the work of this group will be followed up in both HLCP and UNDG, within their respective mandates, and will provide a useful bridge for intensifying collaboration between them.

B. Cross-cutting issues

Promoting gender mainstreaming

21. At the 2005 World Summit, Member States resolved to take measures to promote gender equality, eliminate pervasive gender discrimination and promote the mainstreaming of a gender perspective in the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and social spheres. As part of this commitment, the World Summit called on the Secretary-General and all decision-making bodies to take further steps in mainstreaming a gender perspective in United Nations policies and decisions. Against this background, and acknowledging the major gaps that remain within the system between policy and practice, HLCP has decided to accord high priority in its work programme to gender issues.

22. To guide this work, the Secretary-General has asked HLCP and HLCM, in cooperation with his Special Adviser on Gender Issues and Advancement of Women, to focus on the development of a system-wide gender mainstreaming policy and strategy. The Secretary-General has also sought a more active engagement by the system in the implementation of Security Council resolution 1325 (2000) on women, peace and security.

23. The two Committees subsequently considered the elements for such a policy and strategy at their February meetings, and CEB itself addressed the matter at its first regular session in 2006. CEB members expressed serious concern over the lack of sufficient progress in advancing gender equality and the empowerment of women. The Board asked that the process of elaborating a comprehensive system-wide gender mainstreaming policy and strategy be accelerated, and that the additional actions, including specific timelines and benchmarks, that are required to effectively implement the strategy be given due priority at both the organizational and inter-agency levels. In the same context, it committed itself to addressing ways of ensuring that adequate resources, both financial and human, are deployed by the organizations of the system, to achieve concrete progress in this crucial area. CEB decided to revert to the matter and to consider specific proposals in this regard at its fall 2006 session.

Fostering inter-agency collaboration in knowledge management and knowledge-sharing

24. In the past year, both HLCM and HLCP have reiterated their commitment to pursue a common strategy to more effectively share knowledge across the system. While extensive capacity to leverage knowledge resources already exists within many United Nations system organizations, the ability of the system as a whole to share knowledge is a critical condition to significantly advance overall policy and programmatic coherence. With these considerations in mind, CEB, through its High-level Committees, has established an inter-agency task force to shape a system-wide knowledge-sharing strategy. Underlying the elaboration of this strategy is the

recognition of United Nations agencies as centres of excellence in their respective areas of specialization, and the importance of finding ways for their individual strengths to coalesce to promote multisectoral approaches that can advance both security and development.

25. Successful knowledge-sharing can occur only in an open environment, where all participants feel free to contribute and share what they know, and where their input is not only welcome, but also expected. Barriers to efficient knowledge-sharing frequently stem from prevailing institutional cultures, and lack of adequate support mechanisms. The task force on knowledge-sharing is working to address these cultural and infrastructure obstacles by exploring ways of advancing a broader culture of knowledge-sharing across institutional boundaries, and of strengthening institutional policies that guide participation in knowledge networks.

United Nations System Staff College

26. The presence of a common vision is a primary condition for achieving coherence and is critical to the system's progress in advancing common goals in the development area, including its linkages to peace and security. The United Nations System Staff College is an integral part of the effort to develop such a vision and of rooting it in a shared understanding of, and common approaches to, programmatic and management practices across the system.

27. At their February meetings, HLCP and HLCM considered proposals for prioritizing the curriculum of the Staff College, emphasizing "life cycle" training for United Nations system staff members. In addition to focusing on management issues, the proposals address the feasibility of pilot programmes on some of the key themes covered by the Millennium Summit Declaration.

28. The two High-level Committees concurred in principle with the approaches underlying the proposals, subject to the development of a business plan to be reviewed by the Staff College Board of Governors. It was noted that the role of the Staff College in creating a common system-wide culture has acquired new and greater relevance in current circumstances, but has not, as yet, been sufficiently exploited. Common senior management training could prove a particularly valuable vehicle also for gender mainstreaming.

C. Themes

Inter-agency collaboration against hunger

29. At its forty-fifth session, the Committee for Programme and Coordination invited CEB to continue to monitor the effective coordination of system-wide efforts against hunger and poverty and recommended that CEB include in its next annual overview report information on progress being achieved and problems being encountered by the relevant inter-agency mechanisms.

30. In addition to the three Rome-based agencies (the Food and Agriculture Organization of the United Nations, the World Food Programme, the International Fund for Agricultural Development), a number of other organizations of the system (among them, the World Bank, the United Nations Children's Fund and the World Health Organization) are engaged in efforts that combine immediate assistance for the poor and the hungry with long-term development programmes that aim at

boosting productivity, creating employment and increasing the value of people's assets with the objective of halving world hunger by 2015. This work includes:

(a) The elaboration of a strategy to address hunger, agriculture and rural development as part of an action plan on the Millennium Declaration, the Millennium Development Goals and other international development goals for the period 2006-2008;

(b) Beginning work on the "Ending child hunger and undernutrition initiative", aimed at creating a global alliance of national authorities and all other concerned actors to mobilize the intellectual, political, financial and operational resources required to address and end child hunger;

(c) Advocacy within the framework of the International Alliance Against Hunger, established in 2003 by the World Food Summit: five years later, to promote greater political will and practical action to rapidly reduce the incidence of hunger and rural poverty;

(d) The establishment or strengthening of collaborative programmes to support African countries under the aegis of the New Partnership for Africa's Development (NEPAD).

31. At the same time, work is continuing to secure broad inter-agency cooperation to address interrelated issues of hunger, malnutrition and poverty eradication, with the United Nations system Standing Committee on Nutrition serving as the focal point for promoting harmonized nutrition policies and strategies throughout the United Nations system. In June 2005, the Standing Committee held, under the auspices of the Economic and Social Council, a special meeting on the critical role of nutrition for reaching the Millennium Development Goals, in preparation for the September 2005 World Summit.

32. The Standing Committee has also developed a strategic framework and action plan to help countries address the double burden of malnutrition.[1] The plan aims at accelerating achievement of the Millennium Development Goals and curbing the rise in nutrition-related chronic diseases. The action plan sets objectives, goals and targets to be reached over the next five years, and lays out the actions needed to achieve them.

33. Another important United Nations system instrument for addressing the issue of hunger is the Network on Rural Development and Food Security, which promotes the exchange of information and fosters joint inter-agency activities related to rural development and food security at the international level. Its forty national thematic groups have proved to be effective coordination mechanisms in support of United Nations agencies country-level activities. They have also allowed for sharing experiences, exchanging creative approaches and identifying best practices. In several cases, the thematic groups have become the natural interface between the United Nations system, Governments' planning machinery and other stakeholders in the private sector, non-governmental organizations and civil society. The Network also provides strong support to the implementation of the International Alliance Against Hunger. Budget limitations constrain the further development of activities of the Network at the national level.

[1] While undernutrition kills early in life, it also leads to high risk of disease and death later in life. This is the double burden of malnutrition.

34. The international response to reducing undernutrition has generally been insufficient. For the most part, the response has been confined within narrow disciplines and sectoral boundaries. The main difficulties encountered by the organizations of the system in addressing the issue of malnutrition and hunger include:

(a) A decline of over 50 per cent in the share of agricultural official development assistance during the last decade: inadequate financial resources to address structural issues in the agricultural sector remain a principal impediment;

(b) The limited knowledge and understanding that continues to prevail of the actual and potential roles, relationships and complementarities of the relevant United Nations agencies; the many ministries involved within national Governments; and the multitude of non-governmental organizations engaged in addressing malnutrition;

(c) Lack of clarity around food and nutrition indicators. The terms hunger and malnutrition are not always used with the same meaning by different nutrition professionals, let alone other non-specialized actors. Consequently, the key messages are inconsistent or lack consistency;

(d) The notion that the proactive solution of hunger and malnutrition can be a platform for accelerating development is not sufficiently shared by all the relevant development actors.

Employment

35. Acknowledging the critical importance of productive employment and decent work in lifting people out of poverty, HLCP, in July 2005, selected employment as one of the priority issues on the inter-agency agenda. This decision was reinforced by the 2005 World Summit Outcome, which identified the goals of full and productive employment and decent work for all, including for women and young people, as a central objective of relevant national and international policies and national development strategies in order to achieve the Millennium Development Goals.

36. HLCP, at its February 2006 session, welcomed the active contribution of the system to the forthcoming high-level segment of the Economic and Social Council to be held in July on the item "Creating an environment at the national and international levels conducive to generating full and productive employment and decent work for all, and its impact on sustainable development". It noted that ensuring productive employment is both an end in itself and a means by which other key development objectives would be reached.

37. The Committee acknowledged that employment cuts across the programmatic and sectoral interventions of most of the organizations of the system. In that light, the International Labour Organization (ILO) has been requested to consult with other organizations of the system on how they view the issue of employment in the context of their own work and on ways of strengthening common orientations to the system's actions in support of national efforts towards full and productive employment. CEB will revert to this issue at its fall 2006 session in the light of the outcome of the high-level segment of the Economic and Social Council and options to be presented by ILO on approaches to enhance the capacity of the system to support countries in adopting effective employment generation strategies.

Migration

38. With its cross-cutting political, economic and social impacts, the increasing international movement of people touches upon the mandates of many of the United Nations system's specialized agencies, programmes and funds. Organizations carry out a wide variety of activities that contribute to improving the outcomes of international migration and to assist Governments in addressing international migration issues. The United Nations system plays a particularly important role in setting norms and standards for the treatment of international migrants, but has as yet to comprehensively support the growing needs of countries of origin.

39. The decision of HLCP to identify migration as one of the priority issues of its work programme was given added impetus by the Summit Outcome, in which Member States acknowledged "the important nexus between international migration and development and the need to deal with the challenges and opportunities that migration presents to countries of origin, destination and transit" (see resolution 60/1, para. 61). The report of the Global Commission on International Migration, *Migration in an interconnected world: new directions for action*, issued in October 2005, called, inter alia, for the strengthening of inter-agency cooperation arrangements to ensure a more coherent and effective institutional response to the opportunities and challenges presented by international migration.

40. At its first session in 2005, HLCP stressed the importance of improving the coherence of the policies and programmes of the system relating to migration with the system's overall economic and social policies and activities, and of better managing the knowledge base required to enable the system to further substantive progress across the many dimensions of migration.

41. The Committee invited a group of its members to undertake, under the leadership of the Department of Economic and Social Affairs and ILO, the collection and consolidation of information across the system to obtain an overall view of migration-related work. The exercise will be coordinated with the newly created Global Migration Group (ILO, the International Organization for Migration, the United Nations Conference on Trade and Development, the Department of Economic and Social Affairs, the United Nations Development Programme (UNDP), the United Nations Population Fund, the United Nations High Commissioner for Human Rights, the Office of the United Nations High Commissioner for Refugees, the United Nations Office on Drugs and Crime and the World Bank), and with the activities under way in preparing the Report of the Secretary-General to the High-level Dialogue of the General Assembly at its sixty-first session. HLCP and CEB will revert to the issue at their fall sessions in the light of the outcome of the High-level Dialogue.

42. The organizations of the United Nations system have continued to accord high priority to supporting NEPAD. Such support extends from advocacy efforts, funding and normative work, to the provision of technical assistance. It is primarily directed at the seven thematic clusters (infrastructure development; governance, peace and security; agriculture, trade and market access; environment, population and urbanization; human resources development, employment and HIV/AIDS; science and technology; and communication, advocacy and outreach), which have evolved as the main instruments for consolidating United Nations system support for Africa's development. Details of relevant United Nations system activities are

reflected in the report of the Secretary-General entitled "United Nations system support for the New Partnership for Africa's Development" (E/AC.51/2006/6).

43. The United Nations system's advocacy for substantially increased resource flows for African development is being accompanied by a major concerted effort to help build and strengthen national and regional institutions and managerial and technical capacities in the continent. Executive Heads have repeatedly underscored in CEB that the system's effort in support of NEPAD should be sustained and proactive, while remaining sensitive to Africa's ownership of the programme. Further programme development by the system in support of Africa will be guided by, and draw on, the resolve expressed in the Summit Outcome to strengthen cooperation with NEPAD by providing coherent support for the programmes drawn up by African leaders, including by mobilizing internal and external financial resources and facilitating approval of such programmes.

III. Coordinating follow-up to the World Summit on the Information Society

44. The concluding phase of the International Telecommunication Union (ITU)-led World Summit on the Information Society took place in Tunis in November 2005. A main objective of the process was to chart future directions in areas critical to bridging the digital divide. The outcomes of the Tunis phase, along with the earlier phase in Geneva in 2003, present a vision of an inclusive information society, which would harness information and ICTs to empower individuals, communities and nations to achieve their full potential. The Summit demonstrated that these technologies can be powerful tools for increasing access to health and education, enhancing productivity, generating economic growth, fostering job creation and employability, and strengthening environmental sustainability, thus reducing poverty and improving the quality of life of all. The United Nations system was assigned a central place in the broad multi-stakeholder effort of bringing the benefits of the information revolution to everyone.

45. The World Summit on the Information Society outcome documents set forth an extensive blueprint for implementation and follow-up at the international level, involving all stakeholders. They also provide for a comprehensive intergovernmental follow-up and review process, integrated in the wider review of the complex internationally agreed development goals, engaging the General Assembly, the Economic and Social Council, and the Commission on Science and Technology for Development.

46. While the Summit Outcome calls upon all actors — Governments, the private sector, civil society — to mobilize their full contribution to these processes, it relies on the United Nations system to play a leading role in relation to the 11 Action Lines that constitute key implementation mechanisms for achieving the goals of the World Summit on the Information Society.

47. In response to a request addressed in the Tunis agenda to the Secretary-General, in his capacity as Chair of the CEB, the Board has now endorsed the establishment of a United Nations group on the information society to coordinate United Nations system activities within the implementation and follow-up framework of the World Summit on the Information Society. Led cooperatively by

ITU, UNESCO and UNDP, the group will work to mainstream the information society agenda into the activities and programmes of CEB members, avoid duplication, facilitate synergies between organizations to maximize joint efforts and promote public awareness. The group would act across multiple stakeholders as an information and coordination nexus for the inter-agency activities associated with both the implementation of the Action Lines and the follow-up processes in the Economic and Social Council and other bodies.

IV. Management in the United Nations system

Staff security and safety

48. Ensuring the safety and security of the United Nations system staff and reducing the vulnerability of its personnel deployed across the world, particularly those in conflict or highly insecure areas, remain key concerns of CEB.

49. A truly unified security management system encompassing all organizations of the United Nations system is a critical objective in this regard and its central funding would, in the view of CEB member organizations, be the most effective way of safeguarding its unity and its operational soundness. Meanwhile, in view of the decision of the General Assembly to maintain, for the time being, the existing arrangement with regard to cost-sharing for safety and security, CEB, through HLCM, has continued to monitor the apportionment of field-related security costs and has agreed to a more participatory and transparent procedure for the preparation of the budget, which is subject to cost-sharing. At the same time, HLCM continues to monitor and provide guidance to the Inter-Agency Security Management Network, the main inter-agency instrument, at the technical level, for addressing issues of safety and security of staff.

Enhancing governance and accountability

50. HLCM considered follow-up to the recommendation in the Summit Outcome for a review of governance and oversight mechanisms within the United Nations system. It agreed that inputs into the external study being conducted in response to the request of the Summit and overseen by the steering committee established by the Secretary-General would distinguish between issues of governance, which would cover only the United Nations and its funds and programmes, and auditing, investigation and related oversight functions, which would cover the United Nations specialized agencies as well. HLCM also established an ad hoc group to interact with the steering committee.

Enhancing financial resources management

51. Inter-agency collaboration in the financial and budgetary areas has continued through the Finance and Budget Network of HLCM. During the period under review, the Network addressed a number of important issues, including the single audit principle. In this context, HLCM agreed on the following policy statement (see CEB/2005/5, para. 41):

> "The United Nations Board of Auditors and the appointed External Auditors of the specialized agencies and of the International Atomic Energy Agency, retain the exclusive right to carry out external audits of the accounts and statements

of the United Nations Organizations. If special reviews are required, governing bodies should request the appointed External Auditor to carry out specific examinations and to issue separate reports to them on the results."

52. Also, on the recommendation of the Task Force on Accounting Standards, HLCM agreed in November 2005, that organizations of the system adopt International Public Sector Accounting Standards, effective no later than January 2010, as a common standard of accounting. At its spring 2006 session, CEB approved that support for this system-wide change be continued through the Task Force on Accounting Standards.

53. On the issue of support costs on extrabudgetary activities (and relationship between regular and extrabudgetary funding), a survey was launched by the Finance and Budget Network with a view to setting a common set of principles and practices related to the direct charging of execution and support for extrabudgetary funded projects, harmonizing policies and practices on support cost recovery and ensuring that extrabudgetary projects are not unduly subsidized by core resources. The organizations of the system have agreed that cost recovery policies should encompass both programme support costs and direct costs and that both these costs should be fully recovered from extrabudgetary projects.

Enhancing human resources management

54. In addressing human resources issues, CEB, HLCM and its Human Resources Network continued to engage in a dialogue with representatives of staff bodies (the Federation of International Civil Servants' Associations and the Coordinating Committee for International Staff Unions and Associations of the United Nations System) and the International Civil Service Commission. As provided for in the statute of the International Civil Service Commission, the Human Resources Network has continued to coordinate and represent the collective views of the United Nations system Executive Heads before the Commission on all relevant issues. The Human Resources Network has also focused on a number of important issues, such as the new mobility and hardship allowance; harmonization and simplification of entitlements; the renegotiation of the collective agreement with short-term interpreters; and the further harmonization of remuneration packages. Of particular note is the completion of the new inter-organization mobility accord, which came into effect in November 2005 and replaces the former 1949 Inter-Organization Agreement.

55. In addition, the inter-agency human resources task force on HIV/AIDS in the United Nations system workplace has focused on the harmonization and scaling up of the various United Nations HIV workplace initiatives into one common United Nations system-wide programme, "UN cares". It is aimed at ensuring universal access to an integrated package of prevention, care and support for all United Nations personnel and their families (regardless of contract status) in all duty stations, including headquarters.

Coordinating United Nations system response to the threat of avian influenza

56. CEB coordinated the United Nations system response to the threat of avian influenza and took the lead in the preparation of internal administrative guidelines for handling a pandemic situation. The guidelines, developed by the Human Resources Network for New York-based staff, were adopted as a general framework

for staff in the field and other headquarters locations. A summary of the administrative guidelines was incorporated into the overall United Nations system pandemic planning and preparedness guidelines, issued by the Office of the United Nations System Influenza Coordinator.

Inter-agency collaboration in information and communication technology

57. Information and communication technology plays a critical role in almost every operational and management aspect of the United Nations system (see also paras. 24 and 25 above on knowledge-sharing). In 2004, CEB adopted the United Nations system ICT strategic framework to strengthen system-wide coordination of this critical area. Inter-agency cooperation to implement the strategy in 2005 and 2006 has centred on its eight priority initiatives directed at enhancing system-wide knowledge-sharing, establishing sourcing models for ICT and creating more effective ICT governance and business case models. One of these initiatives, to create a system-wide interconnected network, would reduce duplication and allow for organizations to interact more easily, with advantages that include cost savings through shared communication and implementation capabilities, as well as shared technical expertise that one network across agencies would bring. In addition, in support of management reforms, the United Nations system is working to explore ways that agencies can share the costs associated with implementing enterprise resource planning software.

58. In another initiative, HLCM's directors have joined together to define and document a standard ICT investment governance framework based on industry best practice. This initiative provides a common measure for weighing organizational requirements against competing resources. These and other initiatives allow the ICT community to continue to move towards a more cohesive technological environment that is fully aligned with the operational and management goals of the entire system.

V. One United Nations system: the way forward

59. In *One United Nations*, the organizations of the system committed themselves to a more unified, purposeful United Nations system working towards shared goals in a common endeavour to maximize the impact of their support to Member States. The setting up of the High-level Panel on United Nations System-wide Coherence is timely. It dovetails with the system's own efforts and comes at a time of renewal and change within the system. The organizations of the system look forward to an outcome of the Panel's work that will make a significant contribution to advancing the coherence and effectiveness of the system's response to the multifaceted challenges confronting the international community.

Annex

Statement of the Chief Executives Board for Coordination on the multilateral round of negotiations under the Doha Development Agenda and the sixth World Trade Organization Ministerial Conference (Hong Kong, China, 13-18 December 2005)

We, the Executive Heads of the organizations of the United Nations system, reconfirm our support for the Doha Development Round, which has placed development at the heart of the multilateral trading system. We are resolved to work closely with the World Trade Organization to ensure the success of its forthcoming Ministerial Conference in Hong Kong, China, as a stepping stone towards the conclusion of the round in 2006.

International trade as an engine for economic growth is a key element in the complex development agenda. A successful and timely conclusion of the Doha negotiations, producing positive and balanced results and contributing towards a better insertion of developing and least developed countries in the world trading system, will help raise their living standards, reduce poverty and make a substantial contribution to meeting the goals for global development established by world leaders at the 2005 World Summit as well as at recent United Nations conferences.

The Doha Development Agenda negotiations should result in enhanced market access, in particular for goods and services of interest for developing countries, thus promoting diversification into new and dynamic sectors in goods and services; stimulating increased participation in global production and value chains; and generating employment. Furthermore, updating the trade rules will contribute to ensuring a more level playing field.

In a broader sense, a universal, rules-based, open, non-discriminatory and equitable multilateral trading system can substantially contribute to development worldwide, benefiting countries at all stages of development.

In order to achieve these goals, the forthcoming Ministerial Conference must result in significant progress, particularly in the crucial areas of the negotiations, so that the Round can be completed by the end of 2006. We appeal for political commitment from all participants to this end. Major developed countries must fully exercise their responsibilities and leadership role in order to bring about meaningful progress and trade-opening in areas of interest to developing countries, especially in agriculture, non-agricultural products and trade in services.

Meaningful "aid for trade" packages would go a long way in enabling developing countries, especially the least developed countries, to meet adjustment costs, build trade-related infrastructure and supply capacity in order to benefit from opportunities that would be opened up by the Doha Round. This is therefore an important complement to the World Trade Organization negotiations to which we also pledge our support.

In less than six weeks, ministers will gather in Hong Kong, China, in an effort to guide the Round towards its successful conclusion by the end of 2006. We urge all participating Governments to take the necessary political decisions so that consensus can be identified, gaps narrowed and forward momentum injected into the negotiating process.